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OCP-M74-079

14 June 1974

MEMORANDUM FOR: Chairman, OC Executive Board

SUBJECT : Program Management Responsibilities

25X1A 1. At the 30 April 1974 meeting of the OC Executive Board  
25X1A the OC managers presented and defended their programs for  
FY-1976. In the course of the presentations it became apparent  
that there was a lack of consistency in a few aspects of the OC  
approach to program management. There appeared to be duplica-  
tion in some areas of OC Engineering and [REDACTED] programming. For  
example, OC-E programmed all on-going support for MAX-IA and  
MAX-III, but [REDACTED] programmed similar support for MAX-II. You  
asked OC-P&B to review OC's current program management responsi-  
bilities to see if OC could develop more consistency in this  
area.

25X1A 2. The review has been completed. We find no problem in  
the basic OC programming responsibilities; however, some improve-  
ment is warranted in the handling of on-going support to estab-  
lished programs or installed systems. You have appointed a  
responsible manager for each OC Financial Accounting Number (FAN).  
We recommend no change in these basic programming responsibili-  
ties. Additionally, no change is needed in the OC approach to  
new and major systems planning. OC-E is responsible for the  
procurement and installation of all systems and equipment such  
as SKYLINK, [REDACTED] Secure Voice, DATEX, CRS, CAPT, APT, and  
new covert or message network equipment and systems. OC-E also  
programs for new facilities and replacement facilities involving  
a new location. Facilities include buildings and structures,  
major power improvements, large air-conditioning systems, major  
antenna systems, and shielded enclosures. OC-E programs for all  
relay modernization items including MAX, ARS, Best, etc.

25X1A 3. On-going support to the above, such as maintenance con-  
tracts, renovations, repairs, road paving and the like present a  
more complex problem. There seem to be three primary approaches  
we could take:

a. Turn-key. Once a system becomes operational, [REDACTED]  
and the OC areas budget for all the on-going support.

b. Centralized Support. OC-E would retain centralized  
responsibility for all maintenance contracts, renovations,  
repairs, etc., beyond the turn-key point.

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CL By 004738

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c. Combination of a & b. The overseas areas would budget for all maintenance contracts, renovations, repairs, paving, etc., which are performed by local (non U. S.) contractors and vendors. OC-E would have centralized responsibility for on-going support provided by U. S. contractors or by vendors and contractors providing goods and services in more than a single area. This OC-E responsibility would particularly apply to any on-going support for major systems such as MAX, ARS, AFT, and the others listed in paragraph 2. In terms of on-going support to major systems, [redacted] relationship to OC-E is precisely the same as an overseas area's. [redacted] will continue to budget for small, specialized service contracts applicable to any unique need of [redacted] not associated with major OC systems or facilities.

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4. Obviously, the turn-key approach is too lax in that we would have several components of OC provided with similar services by a myriad of contractors, losing the advantages of overall centralized planning, negotiating, and control. Centralized support, on the other hand, is too rigid. We wouldn't want to burden OC-E with paving potholes in an access road when the area chief can get it done more efficiently on a local contract or through his supporting organization.

5. The combination approach (paragraph 3.c.) appears to offer the most advantages because it provides the flexibility needed by our area chiefs (who are better equipped to take care of their local needs), and yet this approach retains the advantages of having one OC manager provide central planning and servicing when it is appropriate. An integral part of the combination approach is that at the time a facility or system is turned over to the operator, OC-E is to notify the operator of the maintenance, repairs, or other forms of servicing which OC-E will provide or contract for on behalf of the operator. All other on-going expenses will be the operator's responsibility.

6. Regardless of which approach is adopted (3.a., b, or c), strict adherence must be required to the provision of the OC Financial Management System that managers may not reprogram funds allocated to them unless they have the D/CO's approval to use the funds for other than the original purpose.

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7. It is recommended that you approve the approach described in paragraphs 3.c., and 5 as a standard OC programming procedure effective with the FY-1975 allocations.

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Chief, Programs & Budget Staff, OC

Distribution:

Original - Chairman, OC Executive Board  
1 - Secretary, OC Executive Board

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

OC-P&B

EXTENSION

NO.

OCP-M74-079

DATE

14 June 1974

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Secretary  
OC Executive Board

2.

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15.

D/co has been asked to let you know if he wants this discussed at a Board meeting. If so, you can attach copies to next agenda. If he approves attached, you can buck copies to members with notation that D/co has approved recommendation.

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